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ABSTRACT

Twenty-nine entries including research reports, bibliographies, and a congressional hearing concern working patterns of less than full-time employment. (MLF)

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# A SELECTED ANNOTATED BIBLIOGRAPHY

# ON JOB SHARING

Jean Stockard and Joan Kalvelage

SEX EQUITY IN EDUCATIONAL LEADERSHIP PROJECT
Center for Educational Policy and Management
University of Oregon
Eugene, Oregon 97403
Spring 1977



EA 009 593

1. Acksey, Laura

1975 "The Part-time Librarian: A Summary of Support", PNLA Quarterly, 39 (spring): 4-9

Analyzes sources of pressure on library profession to have more part-time employment and the sources of resistance to this movement. Sources of pressure for part-time included women librarians with families and limited mobility and institutional budget cut-backs. Notes support for part-time work from librarians already working part-time, from other professions and from business. Notes resistance to part-time work from view that professional work must be full-time and from predominantly male administrators in libraries.

2. Catalyst

1973 "Flexible Work Schedules: A Catalyst Position Paper", from Catalyst, 6 East 82nd Street, New York, New York 10022

Catalyst is concerned with providing access to the job market for educated women who have left the job market or who have family responsibilities. They review here several types of flexible scheduling that can be used by these people. Includes discussion of part-time patterns: job sharing, job pairing, split-level, split location, part-time, consultant or specialist, and short term work; and full-time patterns: four-day week, three-day week, and flex-time or gliding work schedules.

3. Catalyst

n.d. "Performance of Part-time Workers", from Catalyst, 6 East 82nd Street, New York, NY 10028

Report of Catalyst study of Boston Demonstration Project, the hiring of part-time workers in the Massachusetts Department of Welfare. Compares productivity of full-time and part-time workers. Part-time workers compared favorably to the full-time workers. Suggests guidelines for replicating the study.

4. Cail, Greta, Carol Dougal, et al

1974 "A Report From the Job Development Committee of Flexible Careers", Flexible Careers, 37 South Wabash Avenue, Room 714, Chicago, Illinois 60603, (312) 263-2488

Briefly reviews research on part-time work, flexitime, and alternatives to the five day week. Gives further resources to consult. Reports on work of Flexible Careers aiding people trying to re-enter the labor force and/or develop flexibly scheduled jobs. Report on contacts with both employees and employers in the Chicago area. Includes list of resource groups and references.

5. Civil Service Commission--Office of Management and Budget

1976 "Part-time Employment in Federal Agencies", Report to the Congress by the Comptroller General of the United States (FPCD-75-156)

This report examines ways part-time employees are used in federal agencies,the advantages and disadvantages of using them, and constraints on increased use of such employees. Report recommends that the OMB allow greater flexibility in using part-time employees to increase efficiency and productivity.

6. Committee on Alternative Work Patterns and National Center for Productivity and Quality of Working Life

1976 Alternatives in the World of Work

Summary of testimony on changing patterns of work in America--before the Senate subcommittee on Employment, Poverty and Migratory Labor of the Committee on Labor and Public Welfare, April 7 and 8, 1976.

7. Dapper, Gloria and Judith Murphy

1968 "Part-time Teachers and How They Work: A Study of Five School Systems". Catalyst, 6 East 82nd Street, New York, NY 10028, 39 pp.

Reports results of 1965 nation-wide survey of school districts' experience with part-time teachers. In general, administrators with experience with part-time workers were very pleased with their performance. Also reports results of case-studies of part-time teacher employment in five separate cities. Best results were found in cities where part-timers were not hired as a last resort, but as part of a planned effort.

8. Fuchs, Anke

1977 "Alternative Work Forms and the Economic Situations of Women", paper presented at the National Conference on Alternative Work Schedules, March 21-22, 1977, Chicago, Illinois

Discusses general problems of exploitation of women workers and includes specific criticisms of the use of part-time work as a solution for the problems of women workers. Emphasizes that part-time jobs cannot be a permanent solution, that it "may improve the income of individual households, but does not improve the employment situation of women in general." Notes that part-time workers are often underpaid, and that the present differentiation of male and female jobs is not challenged. Suggests long-run solution must involve a reduction of working hours for all workers and changes in attitudes toward women workers.

9. Greenwald, Carol S. and Judith Liss

1973 "Part-time Workers Can Bring Higher Productivity", Harvard Business Review, (September-October)

Good review of benefits for employers from being part-time workers. Gives figures indicating that providing full-time benefits to part-time workers will be of little incidence to employers. Also discusses payroll taxes and provides data indicating low actual cost to employers of hiring part-time workers.

10. Gwynseth, Erik

1975 "Work-sharing Families: Adaptations of Pioneering Families with Husband and Wife in Part-time Employment", Acta Sociologica, 18 (2-3):202-221

Reports results of an empirical study of a small number of families in Norway who practice "work sharing." In all the families both the mother and father work less than 28 hours a week and one child is less than seven years of age. Analyzes societal conditions that may promote more wide-spread development of this pattern as well as the individual characteristics and motivations of people in the study.

11. International Labor Office, Geneva

1973 "Part-time Employment: An International Survey". Results of a survey conducted by International Labor Office published in Resource Packet prepared by National Council for Alternative Work Patterns, 1302 18th Street NW, Suite 203, Washington, DC 20036

Documents expansion of part-time work during past decade in developed countries and provides data about size of part-time labor force, occupational and industrial distribution of part-time workers, characteristics of part-time workers, employers' reasons for engaging part-time workers, workers' reasons for seeking part-time employment, channels of recruitment, attitudes toward part-time employment, hours of work, and conditions of employment.

12. Jones, Ethel B.

1977 "Women and Part-time Work", a report to be available from National Technical Information Service, Springfield, Virginia 22151, Fall, 1977.

Will examine the extent of women's attachment to full-week and part-week work over a period of years and will analyze ability of a set of economic and demographic factors to explain attachment. Will also report on how earlier and current periods of part-time work experience affect women's current earning levels. Finally, will report if turnover and duration of unemployment differs between women employed in part-week and employed in full-week work.

13. Lawsen, Irene and Barry Hennessey (ed.)

1976 "Alternative Work Patterns: Ideas and Experience With A Selective Annotated Bibliography". News Bulletin of the Boston Chapter, Special Libraries Association, vol. 2, no. 3, May/June 1976.

Includes 10 short articles mainly dealing with job sharing and flexitime practices for librarians. Articles discuss organizations and supporting alternative patterns, different forms of job sharing, advantages for employers and employee, and personal experiences with job sharing and flexitime arrangements. A good, short annotated bibliography is included, that deals with both job sharing and flexitime.

14. Lazer, Ellen Abby

1975 Constructing an Employee Benefit Package for Part-time Workers. New York, NY. Catalyst, Inc.

Discussion of major type of employee benefits (statutory, compensatory, and supplementary). Suggests how employers can provide benefits to part-time employees with no extra cost to the employer.

15. Lazer, Robert I.

1975 "Job Sharing as a Pattern for Permanent Part-time Work". The Conference Board Record, 12 (October): 57-61

Discusses the advantages and disadvantages of job sharing including the costs of benefits.

16. Levine, James A.

1976 Who Will Raise the Children? New Options for Fathers and Mothers, J.B. Lippincott Co., Philadelphia, and New York, 192 pp.

Chapter 3 is especially relevant. Discusses how job sharing and other work alternatives can help fathers participate more in child rearing. Includes some discussion of flexible work policies for men in Norway and Sweden.

17. New Ways to Work

n.d. Job Sharing: General Information Packet. New Ways to Work, 457 Kingsley Avenue, Palo Alto, CA 94301, (415) 321-9675

Includes simple questions and answers for employers on why job sharing should be tried, what it will cost, how jobs are shared, employee attitudes, how one can start job sharing, and what support NWW will provide. Two pages of details on fringe benefits in job sharing are included. Has lists of positions being shared as of April, 1976, in

San Francisco Bay Area, elsewhere in the United States, and in England, Norway, and Sweden. Gives examples of time schedules in job sharing. Includes brief history of publications and legislation introduced. Comments of VIPs on concept of job sharing and list of publications available from New Ways to Work.

18. Nollen, Stanley, Brendy Eddy, et al.

1977 Permanent Part-time Employment: An Exploratory Analysis of Employer-Level Issues. A report to be available from National Technical Information Service, Springfield, Virginia 22151, May, 1977.

Will describe employer experience with permanent part-time employment and will analyze how it is used or not used. Data to be analyzed has been obtained from personal interviews and questionnaires from employee experts and work unit supervisors in 68 private-sector corporations (39 users and 29 non-users of permanent part-time employment), mainly in manufacturing and finance and insurance industry. Occupations of workers studied were mainly clericals, operatives and laborers.

19. Owen, John D.

1977 An Econometric Analysis of the Part-time Labor Market in the United States. A report to be available from National Technical Information Service, Springfield, Virginia 2215, June 1977

Will analyze the market for voluntary, part-time work in the United States focusing on the extent of discrimination, how it is manifested (through earnings, occupation or industry) and who its victims are. Included will be data on time schedule of employment as well as total hours worked per day or week. This will permit analysis of special situations (e.g., of working mothers). Econometric analyses will be carried out,using the March-May 1973 Current Population Survey.

20. Prywes, Ruth W.

1974 Study on the Development of a Non-Standard Work Day or Work Week for Women. A report available from National Technical Information Service, Springfield, Virginia 22151 (PB 229614/AS)

Contains findings on part-time work arrangements offered by Greater Philadelphia employers to minimally skilled women workers. Examines attitudes of employers, employees and union officials. Identifies new legislation required to place part-time workers on better footing economically. Includes review of literature on part-time employment.

21. Sandler, Rhoda and Judith Platt

1973 "Job Sharing at Montgomery County". Library Journal 98 (November)

Authors describe their experiences sharing a position as audiovisual services librarians at Montgomery County Community College in Pennsylvania. Discuss how they got the job, the advantages of job sharing for them and their employer, and how they divide their work.

22. State of Wisconsin Project JOIN

1978 Final Report on Project JOIN, to be available from National Technical Services Information Service, Springfield, Virginia 22151, Summer 1978

Will review results of study by Project JOIN, a two-year research and demonstration project funded by the U.S. Department of Labor. Will include cost-benefit analysis of the conversion of 25 full-time professional and paraprofessional positions into 50 permanent part-time positions in Wisconsin Civil Service. Job sharing, job pairing and split-level jobs will be among innovative work patterns tested. Impact of such options upon women and aging workers will be studied.

23. Stewart, Cheryl A., Jeanne L. Kennedy, Christine M. Sierra, and Charles W. Gossett.

1976 Job Sharing in the Schools: A Study of Nine Bay Area Districts. New Ways to Work, 457 Kingsley Avenue, Palo Alto, CA 94301, 41 pp.

Reports results of interviews with 44 people (38 teachers, 2 librarians, 2 school media coordinators, and 2 district-wide resource coordinators) who were job sharing in nine Bay Area school districts. Advantages reported by respondents included greater enjoyment of work, better decision making, advantages for students. Disadvantages included lower salaries, overwork and problems with returning to full-time work. Includes good discussion of administrative issues and decisions involved in establishing job sharing positions, development of good communication between job sharers, and benefits of job sharing to employees and school districts.

24. Summers, Clyde W. and Margaret C. Love

1976 "Work Sharing as an Alternative to Lay-offs by Seniority: Title VII Remedies in Recession", University of Pennsylvania Law Review, 124(April):893-941.

Deals with situation of lay-offs using seniority system most severely hitting newly hired minorities and women. Suggests that seniority systems should be retained, but when these have a discriminatory impact on women and minorities in the sense of perpetuating discrimination, that job sharing be instituted. Claims that "work sharing" fulfills remedial principles of Title VII. Explores some varieties of work sharing in the private sector. (The "work sharing" patterns suggested do not include "job sharing" in the sense that job sharing involves cooperation among the job partners and work sharing may involve any one of a variety of work patterns of less than full time work without necessary cooperation among job partners.)

25. Temporary Commission on Management and Productivity in the Public Sector

1977 An Introduction to Alternative Work Schedules and Their Application in the State of New York. A report prepared by the Temporary State Commission on Management and Productivity in the Public Sector, February 1977.

Analyzes use of compressed work weeks, flexitime, and part-time employment with aim of increasing productivity, as response to the state's fiscal crisis. Includes a historical view of part-time employment and examples of part-time work in both the private and public sector. Good discussion of advantages and disadvantages of part-time work for the employer. Also includes summary of proceedings of a conference in New York State on alternative work schedules.

26. U.S. Commission on Civil Rights

1977 Last Hired, First Fired: Layoffs and Civil Rights. Report of the U.S. Commission on Civil Rights, February 1977, Washington, DC. 20425

Gives data to support the view that the recession of 1974-75 adversely affected minority and female employees more than white males, largely through application of the "layoff by seniority" policy. The report reviews several legal challenges of this policy. The Commission does not recommend abandoning the use of seniority in personnel decisions, but does suggest using "work sharing" as one way to lessen the impact of lay-offs on workers in affirmative action categories. (Again, "work sharing" may not be synonymous with "job sharing" as defined in number 24 above.)

27. United States Congress

1976 Changing Patterns of Work in America, 1976. Hearings before the Subcommittee on Employment, Poverty and Migratory Labor of the Committee on Labor and Public Welfare, United States Senate, Ninety-fourth Congress, second session on examination of alternative working hours and arrangements. April 7-8, 1976

Transcript of two days of hearings before the Senate subcommittee. Much of testimony focuses on flexible working hours and increased worker autonomy. Includes some testimony and appended materials on job sharing. Complete copies of New Ways to Work publications and federal publications on part-time work (#17 in this bibliography) and flexitime are printed in the hearings.

28. Westher, William B., Jr.

1975 "Part-Timers: Overlooked and Undervalued". Business Horizons, February: 13-20

Author advocates the use of part-time employees to improve the efficiency of use of available labor force. Cites research that demonstrates

part-time workers are available, reliable and capable. Cites benefits to employer of greater scheduling flexibility, lower labor costs, increased productivity, lower turnover costs, greater employment stability, and aids to meeting Affirmative Action regulations. Shortcomings for employers reviewed include greater training and record-keeping costs and higher supervisory costs. Notes need for evaluating an occupation's need for part-time workers before hiring them and for attitude changes on the part of management.

29. Zabusky, John L.

1977 Remarks given before the National Conference on Alternative Work Schedules, Chicago, Illinois,March 21, 1977

Author is member of the research department, AFL-CIO. Important discussion of labor movement response to compressed work week, flexitime, and job sharing. Objects to development of part-time jobs in economy with 10 million people--including over 3 million women--actively seeking full-time jobs. Notes that because of social security taxes, most job sharers must make a combined income of less than $16,000/year and thus only lower level jobs would generally be involved. Also suggests that job sharing may be used by employers to meet affirmative action and equal employment opportunity regulations with less than full-time help. In general, the author suggests that job sharing benefits primarily the employer in a less than full-employment economy.